Howard University School of Business
# Center for Accounting Education

# NABA Membership Survey

## *Analysis of Work Experiences*
## *of*
## *NABA Members*

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# *Executive Summary*

The Howard University School of Business Center for Accounting Education, The Center, completed the second survey in a series of research studies designed to gather information to help answer these two critical questions:

- *Why are the numbers of African Americans succeeding in the accounting profession so low?*

- *How do we create programs for the purpose of providing all African- American accountants with the tools they need to be successful as they assimilate into corporate America?*

The following document summarizes the results of the second study – NABA Membership Survey (NABA Survey). The National Association of Black Accountants represents the largest group of African Americans in the accounting and finance professions in the nation. Committed members are employed at various management and expertise levels across the country. Some of these positions include controllers, cost accountants, chief financial officers, partners, managers finance directors, financial analysts, internal and external auditors. This survey is an extension to the Center's first survey which emphasized the critical factors (formal and informal) that African-American accountants considered necessary for success as a CPA in professional services firms. The NABA Survey emphasized the work experience of NABA members regardless of whether they were employed in public accounting, corporate accounting or worked in government and not-for-profit organizations. In November and December 2005, NABA distributed an e-mail invitation to its professional members inviting them to participate in the survey. The completed survey was returned by each participant directly to Open Solutions, Inc, a Canadian firm specializing in performing surveys. The survey was on-line and web based.

Specific research questions included the following:

- What are the formal factors for CPA success?
- What are the informal factors for CPA success?
- What is the role of *specific* factors such as:
  - a) active career-planning
  - b) informal relationships
  - c) mentors and role models
- What factors inhibit the success of African-American accountants?
- How do African Americans schooled at HBCU's compare with African Americans schooled at non HBCU's with respect to success?
- What are some common factors (biographical and other) shared by successful African-American CPAs?
- How committed are the respondents to remain with their current organization?

# *Analysis of Survey Results*

## Biographic and Demographic Information

A total of 427 NABA professional members responded to the questionnaire. Most of the respondents (91%) stated that they worked for an international firm, while 7% stated that they worked for a national or regional firm. The remaining 2% stated that they worked for other companies.

**Note:** Employees were grouped in the following categories:
*Senior Management, Manager, Staff and Other*

*EMPLOYER:* The largest number of respondents was employed in public accounting – 42%; 37% worked in corporate accounting and 21% worked in government and not-for-profit firms.

| Employer | Total | % |
|---|---|---|
| Public Accounting | 179 | 42 |
| Corporate | 160 | 37 |
| Government/Not-for-Profit | 88 | 21 |
| **Total** | **427** | **100%** |

*GENDER:* A majority of the respondents were female – 64% compared to 36% male. This is a trend that started in the early 1990s and it has continued into the 21st century.

| Gender | Total | % |
|---|---|---|
| Female | 271 | 63.5 |
| Male | 156 | 36.5 |
| **Total** | **427** | **100%** |

*POSITION/MOBILITY:* The majority of the respondents were staff level – 56%; 30% were manager level; 11% were senior management; and the remaining 3% held other positions. Do the precipitous drops in the percentage of manager and senior management respondents reflect the actual attrition rates in the firms?

| Position | Total | % |
|---|---|---|
| Staff | 241 | 56 |
| Manager | 129 | 30 |
| Senior Management | 45 | 11 |
| Other | 12 | 3 |
| **Total** | **427** | **100%** |

*LENGTH OF EMPLOYMENT:* A majority of the respondents were with their current employer for less than 3 years – 55% of which 19% were employed for less than 1 year and 36% were employed between 1 – 3 years. The percentage of respondents who had remained with their current employer for greater than 12 years was only 13%. This might explain the precipitous drop in the number of manager and respondents. Caution: The question asked for the number of years with the current employer. It was not possible to determine whether respondents had held previous employment with other firms.

| Years | Total | % |
|---|---|---|
| < Three  Years | 233 | 55 |
| Three to Five Years | 61 | 14 |
| Five to Twelve Years | 76 | 18 |
| >Twelve Years | 57 | 13 |
| **Total** | **427** | **100%** |

*COUNTRY OF BIRTH:* Most of the respondents were born in the United States – 85.5%; 10% were from the West Indies and Africa.

| Country | % |
|---|---|
| United States | 85.5 |
| West Indies | 5.2 |
| Africa | 4.8 |
| Other (or did not state) | 4.5 |
| **Total** | **100%** |

*EDUCATION:* At both the undergraduate and graduate levels, a majority of the respondents were educated at non-HBCU. About 48% of the respondents held advanced degrees

| Undergraduate School | Total | % | | Graduate School | Total | % |
|---|---|---|---|---|---|---|
| HBCU | 153 | 36 | | HBCU | 15 | 4 |
| Non-HBCU | 260 | 61 | | Non-HBCU | 182 | 43 |
| Overseas | 12 | 2.5 | | Overseas | 12 | 2.5 |
| Other (or did not state) | 2 | 0.5 | | Other (or did not state) | 3 | 1 |
| **Total** | **427** | **100%** | | **Total** | **210** | **48%** |

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*CPA CERTIFICATION:* Only about one-third of the 427 respondents (37%) held a CPA certificate. Of the 156 respondents holding a CPA certificate, 56 (about one-third) had earned the certificate between 2000 and 2005. The results of the length of employment and the CPA exam passage rate may also warrant further study to determine whether there is a correlation between the two results.

| CPA Certificate | Total | % |
|---|---|---|
| Yes | 156 | 36.5 |
| No | 271 | 63.5 |
| **Total** | **427** | **100%** |

## Success Factors

*Factors That Contributed to Success*

Respondents were asked to identify the factors that contributed to their own personal success. Table 32 lists the top factors identified by senior management, managers and staff level employees. Interestingly, the top three factors identified as contributing to personal success were identical across all three levels:

- Competence
- Self confidence
- Setting own expectations

*Important Factors for Success*

Respondents were also asked to rate the importance of a number of factors that they thought to be extremely or very important. Factors identified by at least 70% of responding senior management, managers and staff level employees as extremely important or very important were (*Table 33*):

- **Strong communication skills**
- **Strong interpersonal skills**
- **Strong technical skills**
- **Gaining access to the "right networks"**
- Assimilation into corporate culture
- Strong practice development skills

Table 31 lists the skills that respondents wished they were better prepared in.

- **Networking**
- **Technical**
- Writing
- **Communication**
- **Interpersonal**
- Time management
- Organizational

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Comparing Tables 33 and 31, there is significant overlap between the factors that respondents thought are important for success and the skills that they wished they were better prepared in. See bolded and underlined items.

*Challenges to Success*
The top two challenges for both managers and staff level employees are:
- Navigating corporate politics
- Balancing Work-Home demands

For senior management, the top challenge is "Managing the demands of work" which ranked #4 for managers and staff members. "Establishing credibility" ranked #2 for senior management. This is surprising because one would think that an employee should not have to establish credibility at such a high level in an organization, i.e., the employee had proven himself to get to that point. *See Table 34*

*Commentary - Success Factors*
It is interesting to note the overlap of the success factors respondents perceived are important and the success factors the respondents wished they were better prepared in:

**Technical                Communication                Interpersonal**


# **Work Environment**

*Acceptance by Colleagues*
A substantial majority of employees felt accepted and welcomed by their colleagues. The average acceptance rate for staff and managers remains virtually unchanged at about 86% and increases to 93% for senior management. Why does the acceptance rate not increase at the manager level? *See Table 2*

*Recognition*
A majority of staff level personnel (64%) believed that they had to work twice as hard to get the same recognition as their white counterparts. This percentage increases at the manager level to 72% and remains virtually unchanged for senior management. *See Table 3*

*Mistakes*
A majority of staff level personnel (57%) believed that the mistakes they make in the workplace affects the evaluation of other African-American coworkers. This percentage steadily increases to 64% for senior management. *See Table 4*

*Evaluations*
A majority of staff level personnel (53%) believed that because of their race that they have not always received unbiased/objective evaluations from white supervisors. This percentage steadily increases to 67% for senior management. *See Table 5*

*Association with Others*
Less than 11% of employees at all levels responded that they avoid being seen regularly with other African-American coworkers. *See Table 6*

*Subordinates*
Only 38% of staff level personnel reported that at least once in the past a subordinate might have had a problem dealing with them because of their race. With promotion, this percentage increases sharply to 55% of managers and 80% of senior management holding this perception. The trend appears to be that with increased responsibility and promotion that this perception grows. *See Table 7*

*Client Interaction*
Only 33% of staff level personnel reported that at least once in the past a client staff might have had a problem dealing with them because of their race. With promotion, this percentage increases sharply to 49% at the manager level and soars to 76% of senior management holding this perception. The trend appears to be that with increased responsibility and promotion that this perception grows. *See Table 8*

*Credibility*
Managers reported the highest percentage of employees (63%) that believed that establishing credibility has been one of the greatest challenges in their current work environment. Senior management reported the lowest percentage (53%). *See Table 9*

*Assimilation*
Staff level personnel reported the highest percentage of employees (48%) who believed that assimilating into corporate culture has been one of the greatest challenges in their current work environment. Senior management reported the lowest percentage (33%). *See Table 10*

*Corporate Politics*
Similarly, staff level personnel reported the highest percentage of employees (70%) who believed that navigating corporate politics has been one of the greatest challenges in their current work environment. Senior management reported the lowest percentage (56%). *See Table 11*

*Discrimination*
Managers reported the highest percentage of employees (32%) who believed that coping with discrimination has been one of the greatest challenges in their current work environment. Senior management reported the lowest percentage (24%). *See Table 12*

*Experience*
Staff level personnel reported the highest percentage of employees (53%) who believed that their experience in their current work environment is different from that of their white colleagues. Senior management reported the lowest percentage (47%). *See Table 13*

*Confidence*
Senior management believed that confidence in themselves was the factor that contributed most to their success. Almost all other employees held this perception as well. *See Table 14*

*Competence*
About 2/3 of all respondents believed that for their white counterparts, competence might not be as important a factor for career success as it is for the respondents. *See Table 15*

*Assignments*
As employees advanced in their careers, the percentage who believed that they were often given high profile and challenging job assignments steadily increased – from 57% of staff level personnel to 82% of senior management. Does this mean that employers need to make certain that African Americans are assigned to high profile and challenging job assignments earlier in their careers? *See Table 19*

However, about 49% of senior management, 54% of managers and 47% of staff respondents felt that counterparts with less technical competence or experience had been given more high profile/challenging job assignments. *See Table 20*

*Job Satisfaction*
As employees advanced in their careers, the percentage who was generally satisfied with the type of work they did steadily increased – from 76% of staff level personnel to 98% of senior management. *See Table 24*

*Work-Life Balance*
As employees advanced in their careers, the percentage that was satisfied with their overall ability to balance work and personal life steadily increased – from 73% of staff level personnel to 84% of senior management. *See Table 25*

*Commitment to Employer*
As employees advanced in their careers, the percentage that felt they had no obligation to remain with their current employer steadily decreased – from 65% of staff level personnel to 53% of senior management. *See Table 26*

*Commentary – Work Environment*
The results show that as employees experienced upward mobility, the percentage who felt acceptance by colleagues, that they were given high profile and challenging job assignments, were satisfied with their jobs and ability to balance work and life steadily increased. Inversely, with upward mobility, the percentage who felt challenges in assimilating into corporate culture and navigating corporate politics decreased. However, as employees advanced in their careers, the percentage who felt that subordinates and clients had a problem dealing with them because of their race steadily increases to 76% and 80% respectively. Also, with promotion, the percentage of employees who believed that because of their race that they have not always received unbiased/objective evaluations from white supervisors steadily increases to 67%. **These percentages are alarmingly high.** However, the percentage of employees who felt they had no obligation to remain with their current employer steadily decreased.

## Social Networks

*Establishment*
A majority of the staff level personnel (63%) agreed that they have established strong social networks in the work place. However, as employees were promoted to the manager level, the percentage decreased to 57%. This number increased substantially at the senior management level (80%). The fall off at the manager level coupled with the surge at the senior management level warrant further study. Is the support network in place at the staff level not in place at the manager level? This upward trend at the senior management level can perhaps be explained by the fact that it may take years of service to establish strong social networks. *See Table 17*

*Access*
As employees advance from the staff to manager level, the percentage who agreed that they have access to the social networks most important to their career advancement drops from 64% to 54%, but surges to 87% at the senior management level. *See Table 18*

*Career Advancement*
The percentage of employees who thought that belonging to the 'right' social networks is the most critical factor in career advancement decreased from the staff to manager levels and remained almost unchanged at the senior management level; 78% of staff level personnel held this perception, which declined to 66% of manager level personnel and 67% of senior management holding this perception. Employees at public accounting firms reported the highest average percentage – 82%. *See Table 16*

*Commentary – Social Networks*
Despite the fact that 87% of senior management agreed that they have access to the social networks most important to their career advancement and 80% believe that they have established strong social networks, only 53% felt that belonging to the 'right' social network is the most critical factor in career advancement. Further analysis needs to be conducted to determine what the 'right' social network is.

## Mentoring

*Beneficial*
Approximately 50% of the respondents agreed that their career has benefited from a fruitful mentoring relationship within their current work environment. For both public accounting and government/non-profits, the averages peaked at the manager level at nearly 60% and then declined steeply for senior management to less than 50% - below that of the staff level. Employees at public accounting firms reported the highest average –60%. *See Table 21*

*Inside vs. Outside*
As employees advanced in their careers, the percentage who agreed that the most fruitful mentoring relationship had been outside within their current work environment steadily increased – from 65% of staff level personnel to 73% of senior management. Employees at public accounting firms reported the lowest average percentages at all position levels. *See Table 23*

*Black vs. Non-Black*
Only about 15% of the respondents agreed that they found it difficult to relate to a non-black mentor. *See Table 22*

*When Relationship(s) Established*
About 63% of the respondents stated that they had established beneficial mentoring relationships within the first 3 years of employment.  Should this percentage be higher considering the increased emphasis on mentoring? *See Table 27*

*Commentary – Mentoring*
Within the first 3 years of employment, a majority of respondents stated that they had established beneficial mentoring relationships.  Only 50% of the respondents indicated that they are receiving beneficial mentoring from their current employer.  A minority of senior management reported that they were being mentored on the inside, **so it's not surprising that nearly 75% of them believe that the most fruitful mentoring relationships are outside their current work environment.**   Most respondents were unconcerned about the race of the mentor, but it is clear that the beneficial mentors are outside the organization.  Employers need to revisit the effectiveness of their mentoring programs. Fruitful mentor relationships need to be fostered and nurtured at the staff level and continue throughout the employee's entire career. What is the difference between counseling, mentoring and sponsorship?

## **Future Research**

*Follow-up Studies*

During the 2006–2007 academic year, a similar survey will build on the information gained in this initial study by expanding the survey coverage to other minority groups and Whites. The results will be tabulated in the same manner as was done for African-Americans. Subsequently, a comparative analysis will be performed between the different groups.  This will provide information on whether minority groups, including African Americans, perceive success factors, mentoring relationships, and certain aspects of their work environment differently from Whites.

# *About The Center for Accounting Education*

In existence for more than three decades, The Center for Accounting Education has flourished over the past eighteen months under the leadership of its director, Frank Ross. As a retired KPMG LLP area managing partner, Frank has guided The Center to the forefront of respectability within the accounting profession.

Every initiative sponsored by The Center, ranging from surveys to the leadership program series, has been designed to increase the number of minority CPAs, to help ensure their success and thereby to increase the retention rate of minorities within the accounting profession.

With financial contributions from its generous stakeholders and corporate expertise from its advisory board, The Center has been propelled to a position of authority on providing programs that benefit minority members of the accounting field.

Among The Center's Initiatives are:

- **The Leadership Skills Development Series – "We're About Success!"**
    1. Inaugural Leadership Program – Chantilly, VA – June 2005
    2. Program for College Accounting Seniors– HU Campus – November 2005
    3. Program for College Business Students – LIU, Brooklyn Campus – April 2006
    4. Program for African-American Managers – Washington, DC – May 2006
    5. 2$^{nd}$ Annual Leadership Program - Chantilly, VA – June 2006

- **Surveys**
    1. The Professional Experiences of African-American Accountants, published September 2005
    2. The NABA Membership Survey, published September 2006

- **Stakeholders Meetings**
    Held annually to bring together leaders in the accounting profession to discuss how the profession can increase the retention rate of minorities.

The Center helps to meet the critical need of preparing minority accounting professionals to successfully confront the rigors of the accounting industry.  We are sponsored by a small group of corporate stakeholders who contribute resources, expertise and experience in the field of accounting. Together we develop programs to ensure that these minority professionals receive the additional skills necessary to enable them to become partners in major firms or entrepreneurs in their own firms. **"We're About Success!"** is truly a fitting motto for the objective The Center is attempting to achieve.

# ***The Center for Accounting Education Stakeholders***

Bert Smith & Company
Thompson, Cobb, Bazilio & Associates

\*\*\*\*\*\*\*\*

Deloitte Touche USA LLP
Ernst & Young LLP
KPMG LLP
National Association of Black Accountants
PricewaterhouseCoopers LLP

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A.I.C.P.A.
Coleman & Williams LTD
Marriott International
Mitchell & Titus LLP
NABA Division of Firms
RSM McGladrey
Walker & Company
Watson, Rice LLP
Williams, Adley & Company

Stakeholders are defined as committed to giving $10,000 or more annually for three years.

# *The Department of Accounting*

The Howard University School of Business Accounting program has graduated over 1,400 accounting majors that are successful in the public, corporate, government and nonprofit sectors. This program offers a Bachelor of Business Administration (BBA) degree and is accredited by the Association to Advance Collegiate Schools of Business (formerly the American Association of Collegiate Schools of Business) (AACSB) - International Association.  It is one of only 25 programs endorsed by the Institute of Internal Auditors. The accounting department faculty consists of academic and industry professionals. Most faculty members hold PhD degrees. The Accounting program's academic record is not only verified on paper, but also in the diverse business offices around the world.

# *School of Business Overview*

The Howard University School of Business is one of 12 schools and colleges of Howard University.  Management Education at Howard began in 1870, when the Board of Trustees established a Commercial School.  In 1925, that school was absorbed by the College of Liberal Arts and reorganized as the Department of Commerce and Finance

Founded in 1970, the present-day School of Business was the first fully accredited business school in Washington, DC.  The School is accredited by the Association to Advance Collegiate Schools of Business (AACSB International).  It is also one of an elite group of schools that has separate AACSB accreditation for its accounting program.

Under the leadership of Dean Barron H. Harvey, Ph.D., the School has a distinguished faculty of over 80 members.  Currently, about 90 percent of full-time faculty members hold doctoral degrees.  The school has an enrollment of about 1,500 undergraduate and graduate students.

The Howard University School of Business continues to make strides in its ongoing quest to maintain excellence in its academic programs.  This success is the result of the collaborative efforts of many stakeholders (including alumni) and the dedication of its outstanding faculty and staff.  Through teaching, research and the dissemination of knowledge, they have elevated the standards and reputation of the School of Business.

# Table Descriptions

| 22 | I have found it difficult to relate to a non-black mentor. | 27 |
|----|------------------------------------------------------------|----|
| 23 | The most fruitful mentoring relationships in which I have been involved have been outside of my current work environment. | 28 |
| 24 | I am generally satisfied with the type of work I do. | 28 |
| 25 | I am satisfied with my overall ability to balance work and personal life. | 29 |
| 26 | I do not feel any obligation to remain with my current organization. | 29 |
| 27 | At what stage of your career did you establish beneficial mentoring relationships? | 30 |
| 28 | Support received from your mentor(s). (By position) | 31 |
| 29 | Support received from your mentor(s). (By employer) | 32 |
| 30 | Would someone currently or previously employed in your firm consider you a mentor? | 33 |
| 31 | Skills in which you wish you were better prepared. | 33 |
| 32 | Which of the following five factors most contribute to your success in your current work environment? | 34 |
| 33 | How many ranked the following as extremely important or very important for success in CPA/financial positions. | 34 |
| 34 | Top three greatest challenges to your success. | 35 |

For more information on the Center, please contact:

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Howard University School of Business
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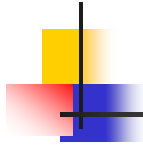Washington, DC 20059**


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**Table 1. My college education adequately prepared me for my initial employment in public accounting.**

|  | Public Accounting | Corporate | Gov't Non-Profit | Average |
|---|---|---|---|---|
| Senior Management | 93% | 81% | 79% | 84% |
| Manager | 92% | 75% | 76% | 80% |
| Staff | 87% | 76% | 76% | 81% |
| Average | 88% | 76% | 76% |  |

**Table 2. In my current work environment, I feel accepted and welcomed by my colleagues.**

|  | Public Accounting | Corporate | Gov't Non-Profit | Average |
|---|---|---|---|---|
| Senior Management | 93% | 100% | 86% | 93% |
| Manager | 97% | 82% | 79% | 85% |
| Staff | 87% | 88% | 78% | 86% |
| Average | 89% | 87% | 80% |  |
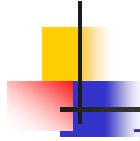
**Table 3. I find I need to work twice as hard to get the same recognition as my white counterparts.**

|  | Public Accounting | Corporate | Gov't Non-Profit | Average |
|---|---|---|---|---|
| Senior Management | 53% | 88% | 71% | 71% |
| Manager | 72% | 73% | 70% | 72% |
| Staff | 57% | 73% | 71% | 64% |
| Average | 60% | 74% | 71% | |

**Table 4. I feel the mistakes that I make in the workplace affect the evaluation of other members of my racial group.**

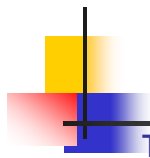|  | Public Accounting | Corporate | Gov't Non-Profit | Average |
|---|---|---|---|---|
| Senior Management | 53% | 75% | 64% | 64% |
| Manager | 53% | 72% | 49% | 61% |
| Staff | 54% | 61% | 56% | 57% |
| Average | 54% | 66% | 55% | |

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**Table 5. I believe that because of my race I have not always received unbiased/objective evaluations from white supervisors.**

|  | Public Accounting | Corporate | Gov't Non-Profit | Average |
|---|---|---|---|---|
| Senior Management | 53% | 63% | 86% | 67% |
| Manager | 53% | 63% | 42% | 55% |
| Staff | 42% | 64% | 66% | 53% |
| Average | 45% | 64% | 60% |  |

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**Table 6. I avoid being seen regularly with other African Americans in the workplace.**

|  | Public Accounting | Corporate | Gov't Non-Profit | Average |
|---|---|---|---|---|
| Senior Management | 7% | 6% | 7% | 7% |
| Manager | 14% | 5% | 3% | 7% |
| Staff | 12% | 11% | 2% | 10% |
| Average | 12% | 8% | 3% |  |

**Table 7. At least once in the past, a subordinate might have had problems dealing with me because of my race.**

|  | Public Accounting | Corporate | Gov't Non-Profit | Average |
|---|---|---|---|---|
| Senior Management | 80% | 88% | 71% | 80% |
| Manager | 53% | 57% | 55% | 55% |
| Staff | 29% | 48% | 49% | 38% |
| Average | 38% | 55% | 55% | |

**Table 8. At least once in the past, a client staff might have had problems dealing with me because of my race.**

|  | Public Accounting | Corporate | Gov't Non-Profit | Average |
|---|---|---|---|---|
| Senior Management | 73% | 81% | 71% | 76% |
| Manager | 50% | 58% | 42% | 49% |
| Staff | 30% | 33% | 42% | 33% |
| Average | 37% | 45% | 47% | |

**Table 9. Establishing credibility has been one of the greatest challenges in my current work environment.**

|  | Public Accounting | Corporate | Gov't Non-Profit | Average |
|---|---|---|---|---|
| Senior Management | 53% | 56% | 50% | 53% |
| Manager | 67% | 67% | 52% | 63% |
| Staff | 55% | 55% | 61% | 56% |
| Average | 57% | 59% | 56% | |

**Table 10. Assimilating into corporate culture has been one of the greatest challenges, in my current work environment.**

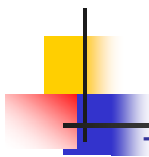|  | Public Accounting | Corporate | Gov't Non-Profit | Average |
|---|---|---|---|---|
| Senior Management | 27% | 44% | 29% | 33% |
| Manager | 44% | 50% | 46% | 47% |
| Staff | 49% | 46% | 49% | 48% |
| Average | 46% | 48% | 44% | |

**Table 11. Navigating corporate politics has been one of the greatest challenges in my current work environment.**

|  | Public Accounting | Corporate | Gov't Non-Profit | Average |
|---|---|---|---|---|
| Senior Management | 53% | 63% | 50% | 56% |
| Manager | 78% | 67% | 55% | 67% |
| Staff | 73% | 71% | 59% | 70% |
| Average | 73% | 69% | 58% | |

**Table 12. Coping with discrimination has been one of the greatest challenges in my current work environment.**

|  | Public Accounting | Corporate | Gov't Non-Profit | Average |
|---|---|---|---|---|
| Senior Management | 20% | 25% | 29% | 24% |
| Manager | 31% | 32% | 33% | 32% |
| Staff | 19% | 30% | 44% | 27% |
| Average | 21% | 30% | 38% | |

**Table 13. I believe that my experience in my current work environment is different from that of my white colleagues because of my race.**
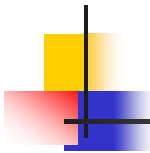
|  | Public Accounting | Corporate | Gov't Non-Profit | Average |
|---|---|---|---|---|
| Senior Management | 40% | 56% | 43% | 47% |
| Manager | 50% | 57% | 40% | 50% |
| Staff | 48% | 58% | 56% | 53% |
| Average | 48% | 58% | 48% |  |

**Table 14. I believe that the factor that contributes most to my success is confidence in myself.**

|  | Public Accounting | Corporate | Gov't Non-Profit | Average |
|---|---|---|---|---|
| Senior Management | 100% | 100% | 100% | 100% |
| Manager | 97% | 93% | 94% | 95% |
| Staff | 93% | 95% | 93% | 94% |
| Average | 94% | 95% | 94% |  |

**Table 15. For my white counterparts, competence might not be as important a factor in their career success as it is for me.**

|  | Public Accounting | Corporate | Gov't Non-Profit | Average |
|---|---|---|---|---|
| Senior Management | 67% | 75% | 71% | 71% |
| Manager | 69% | 80% | 64% | 73% |
| Staff | 59% | 76% | 73% | 67% |
| Average | 62% | 78% | 69% | |

**Table 16. Belonging to the 'right' social network is the most critical factor in career advancement.**

|  | Public Accounting | Corporate | Gov't Non-Profit | Average |
|---|---|---|---|---|
| Senior Management | 53% | 75% | 71% | 67% |
| Manager | 78% | 63% | 58% | 66% |
| Staff | 87% | 68% | 71% | 78% |
| Average | 82% | 67% | 66% | |

**Table 17. I have succeeded in establishing strong social networks in the work place.**

|  | Public Accounting | Corporate | Gov't Non-Profit | Average |
|---|---|---|---|---|
| Senior Management | 80% | 75% | 86% | 80% |
| Manager | 69% | 52% | 55% | 57% |
| Staff | 66% | 57% | 70% | 63% |
| Average | 68% | 57% | 65% |  |

**Table 18. In my current work environment, I have access to the social networks most important to my career advancement.**

|  | Public Accounting | Corporate | Gov't Non-Profit | Average |
|---|---|---|---|---|
| Senior Management | 87% | 81% | 93% | 87% |
| Manager | 67% | 48% | 52% | 54% |
| Staff | 73% | 54% | 56% | 64% |
| Average | 73% | 54% | 60% |  |

**Table 19. I am often given high profile and challenging job assignments in my current work environment.**

|  | Public Accounting | Corporate | Gov't Non-Profit | Average |
|---|---|---|---|---|
| Senior Management | 87% | 75% | 86% | 82% |
| Manager | 81% | 70% | 64% | 71% |
| Staff | 63% | 50% | 51% | 57% |
| Average | 69% | 60% | 61% | |

**Table 20. I have often found that white counterparts with less technical competence or experience than I have been given more high profile/challenging job assignments.**

|  | Public Accounting | Corporate | Gov't Non-Profit | Average |
|---|---|---|---|---|
| Senior Management | 47% | 44% | 57% | 49% |
| Manager | 42% | 62% | 52% | 54% |
| Staff | 34% | 61% | 59% | 47% |
| Average | 37% | 60% | 56% | |

**Table 21. My career has benefited from a fruitful mentoring relationship in my current work environment.**

|  | Public Accounting | Corporate | Gov't Non-Profit | Average |
|---|---|---|---|---|
| Senior Management | 47% | 56% | 43% | 49% |
| Manager | 64% | 48% | 58% | 55% |
| Staff | 60% | 38% | 44% | 50% |
| Average | 60% | 44% | 49% |  |

**Table 22. I have found it difficult to relate to a non-black mentor.**

|  | Public Accounting | Corporate | Gov't Non-Profit | Average |
|---|---|---|---|---|
| Senior Management | 13% | 19% | 14% | 16% |
| Manager | 11% | 15% | 9% | 12% |
| Staff | 20% | 18% | 12% | 18% |
| Average | 18% | 17% | 11% |  |

**Table 23. The most fruitful mentoring relationships in which I have been involved have been outside of my current work environment.**

|  | Public Accounting | Corporate | Gov't Non-Profit | Average |
|---|---|---|---|---|
| Senior Management | 67% | 81% | 71% | 73% |
| Manager | 53% | 73% | 79% | 69% |
| Staff | 59% | 74% | 68% | 65% |
| Average | 58% | 74% | 73% | |

**Table 24. I am generally satisfied with the type of work I do.**

|  | Public Accounting | Corporate | Gov't Non-Profit | Average |
|---|---|---|---|---|
| Senior Management | 100% | 100% | 93% | 98% |
| Manager | 78% | 85% | 91% | 85% |
| Staff | 75% | 80% | 71% | 76% |
| Average | 78% | 84% | 82% | |

**Table 25. I am satisfied with my overall ability to balance work and personal life.**

|  | Public Accounting | Corporate | Gov't Non-Profit | Average |
|---|---|---|---|---|
| Senior Management | 80% | 75% | 100% | 84% |
| Manager | 64% | 78% | 79% | 74% |
| Staff | 60% | 88% | 81% | 73% |
| Average | 63% | 83% | 83% | |

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**Table 26. I do not feel any obligation to remain with my current organization.**

|  | Public Accounting | Corporate | Gov't Non-Profit | Average |
|---|---|---|---|---|
| Senior Management | 47% | 69% | 43% | 53% |
| Manager | 53% | 72% | 64% | 64% |
| Staff | 56% | 71% | 81% | 65% |
| Average | 55% | 71% | 68% | |
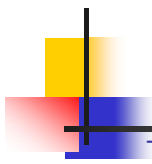
Table 27. At what stage of your career did you establish beneficial mentoring relationships?

| Years | Public Accounting | Corporate | Govt. Non-Profit | Total |
|---|---|---|---|---|
| Within first 3 years | 132 | 86 | 51 | 269 |
| 3rd – 5th | 34 | 36 | 15 | 85 |
| 5th – 8th | 15 | 24 | 15 | 54 |
| After 8th year | 13 | 27 | 18 | 58 |
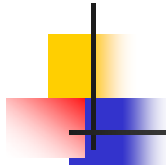
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## Table 28. Support received from your mentor(s). [By Position]

|  | Senior Management | Manager | Staff | Average |
|---|---|---|---|---|
| Critical career advice and counsel | 78% | 73% | 78% | 77% |
| Advocated on my behalf | 78% | 63% | 55.3% | 60% |
| Helped develop my self-confidence and credibility with others | 56% | 52% | 57% | 55% |
| Helped me develop critical job skills | 58% | 38% | 50% | 47% |
| Provided help with technical issues | 53% | 40% | 49% | 47% |
| Put forward my name as new opportunities for advancement were identified | 60% | 47% | 44% | 47% |
| Opened door to challenging assignments | 62% | 46% | 43% | 46% |
| Introduced me to the "right" social networks | 44% | 30% | 40% | 38% |
| Helped me better balance my work and personal life | 19% | 21% | 24% | 22% |
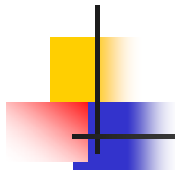
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## Table 29. Support received from your mentor(s) [Employer].

|  | Public Accounting | Corporate | Gov't Non-Profit | Average |
|---|---|---|---|---|
| Critical career advice and counsel | 80% | 76% | 69% | 77% |
| Advocated on my behalf | 63% | 41% | 46% | 60% |
| Helped develop my self-confidence and credibility with others | 58% | 49% | 60% | 55% |
| Helped me develop critical job skills | 48% | 44% | 50% | 47% |
| Provided help with technical issues | 54% | 40% | 44% | 47% |
| Put forward my name as new opportunities for advancement were identified | 47% | 46% | 48% | 47% |
| Opened door to challenging assignments | 49% | 43% | 43% | 46% |
| Introduced me to the "right" social networks | 41% | 36% | 33% | 38% |
| Helped me better balance my work and personal life | 26% | 19% | 23% | 22% |

**Table 30. Would someone currently or previously employed in your firm consider you a mentor? [by position]**

|  | Yes | No |
|---|---|---|
| Senior Management | 91% | 4% |
| Manager | 84% | 12% |
| Staff | 61% | 36% |

**Table 31. Skills in Which You Wish You Were Better Prepared**

- Networking
- Technical
  - Computer
  - Specializations
  - Analytical
- Writing Skills
- Communication Skills
- Interpersonal (People) Skills
- Time Management
- Organizational

**Table 32. Which of the following five factors most contribute to your success in your current work environment?**

|  | Senior Management | Manager | Staff | Average |
|---|---|---|---|---|
| Competence | 93% | 97% | 85% | 90% |
| Self confidence | 87% | 86% | 85% | 85% |
| Setting my own expectations | 64% | 63% | 57% | 60% |
| Soft skills training | 40% | 54% | 51% | 51% |
| College education | 51% | 46% | 50% | 49% |

**Table 33. How many ranked the following as extremely important or very important for success**

|  | Senior Management | Manager | Staff |
|---|---|---|---|
| Strong communication skills | 98% | 86% | 86% |
| Strong interpersonal skills | 93% | 85% | 85% |
| Strong technical skills | 96% | 74% | 79% |
| Gaining access to the "right networks" | 76% | 70% | 73% |
| Assimilation into corporate culture | 78% | 70% | 70% |
| Strong practice development skills | 73% | 55% | 62% |
| Involvement in social activities with business colleagues | 40% | 50% | 51% |
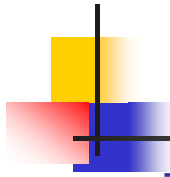
## Table 34. Top three greatest challenges to your success

| Senior Management | Manager | Staff |
|---|---|---|
| 1. Manage the demand of work | 1. Navigating corporate politics | 1. Balancing work-home demands |
| 2. Establish credibility | 2. Balancing work-home demands | 2. Navigating corporate politics |
| 2. Keeping up with technical developments | 3. Keeping up with technical developments | 3. Establish credibility |
| 4. Navigating corporate politics | 4. Manage the demand of work | 4. Manage the demand of work |
| 5. Balancing work-home demands | 5. Getting challenging assignments | 5. Assimilating into corporate culture |
| 6. Getting challenging assignments | 6. Establish credibility | 6. Keeping up with technical developments |
| 7. Assimilating into corporate culture | 7. Assimilating into corporate culture | 7. Getting challenging assignments |